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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Director of Training DATE: SEP 4 1951

FROM : Assistant Director for Scientific Intelligence

SUBJECT: Program for the Establishment of a Career Corps in the Central Intelligence Agency

REFERENCE: Memorandum from Director of Training to AD/SI, dated 7 August 1951, same subject

1. The report of your office on a program for the establishment of a Career Corps in CIA, circulated with the memorandum of reference, has been carefully reviewed by various members of my staff. It appears to us that it provides an excellent basis for a program of career development within the Agency. You have our unqualified support in principle in the establishment of the program. 0

2. Specific comments on the report which resulted from our review are as follows:

a. General: The program postulates that key personnel of the Agency fall into two principal categories, the Generalist and the Specialist. It is felt that there is a danger in this assumption. A situation could be created in which offices of the Agency would be headed by Specialists with inadequate knowledge of the problems of other Agency components. At the same time, the Generalist could have a knowledge of individual office problems that was too broad, thus making him overly dependent on Specialists in forming top-level decisions. The differences in the training requirements for the two classes may be so slight, in view of key responsibilities to be assumed in both cases, that a distinction of this kind in the training program is unnecessary, at least at the outset. It is suggested that the proposed classification of careerists be given additional study from this point of view. 14

✕ It is appreciated that there has not been time to consider ramifications of the career training program. Ultimately, however, it would seem desirable to make provisions within the program for the career training of personnel who are not destined for top-level positions, but who, nonetheless, form the backbone of the working organization and are interested in the work of intelligence as a career. ✕ 15

b. Program Timing: It is noted that the first phase of the program as now planned will be intensified external recruitment of professional trainees who will be required to serve for two

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years within the Agency before becoming candidates for career training. This seems entirely sound. ~~X~~ It is hoped, however, that the initial group of candidates for career training will be selected from those already in the employ of the Agency and that their training will actually begin in the near future. There are a small number of individuals in this office, and certainly there are those in other offices, who could even now be screened and classified as having career potential. To overlook those who are already available to the Agency and who have outstanding qualifications for career training would result not only in some unfairness but would unnecessarily delay the entire program of career training. It is recommended that serious consideration be given to these immediate possibilities. ~~X~~ (15)

c. Recruitment of Professional Trainees (Part II): The plan for the recruitment of professional trainees appears sound and workable. (Since OSI now has contact in many of the listed universities and colleges for its own purposes, we will be glad at any time to assist through these contacts in your establishment of university contacts for recruitment purposes.) We are also prepared to provide whatever staff assistance you may wish in the summer orientation courses, the establishment of scholarships, and the establishment in universities of special courses bearing on scientific intelligence matters. (9) (3) (4)

d. Training of Career Corps Specialists (Part VI): Even with a possible merging of the Generalist and Specialist categories as suggested above, practically the entire program of training proposed for the Specialist would seem applicable. Regardless of how specific the training program may be, certainly a large amount of flexibility will be necessary in it. Careerists will come from all walks of life with a variety of specialized backgrounds. Since the important considerations are the initiative and growth potential of the individual rather than his field of specialization or educational attainment, it is felt that the entire career training program should be open to him to permit the maximum opportunity for development and advancement within the Agency. 14 6

e. Number of Training Slots to be Added to T/O of Each Office (Appendix H): It is requested that the number of slots assigned to OSI be increased to five in the Washington office and two for foreign duty.

f. Rotation Plan for Career Training--Specialists (Appendix K): It is suggested that provisions be made between phase 1 and 2 for the assignment of career personnel to a university or to an (34)

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industrial laboratory. While this might be considered a part of phase 7, we believe that experience of this kind should come sooner and be stated more specifically. Once again, if the Generalist and Specialist categories are merged, it would seem that this step should still be included to insure the most complete background for the careerist.

g. Rotation Plan for Career Training--Generalists (Appendix N): The validity of this part of the program might well be tested against the careers of present and previous assignees to the National War College. While these individuals are above the GS-13 level, they certainly provide a basis for evaluating the "typical rotation plan". As a whole, the proposed plan appears quite sound, although circumstances may dictate a change of order.

h. Career Training--Intelligence Advisory Committee Employees (Appendix O): It is realized that this is a distinct and separate problem and that there has been inadequate time to develop the details. We do not feel, however, that this problem can be resolved apart from the career corps program for civilian employees of the Agency. The Agency should recognize that personnel assigned by the IAC agencies to CIA become members of the family. Since the Agency frequently requests individuals with special qualification, there is also a strong possibility that the assignees will not have had previous intelligence experience. Properly utilized, some may become attracted to the Agency to the extent that they are willing to consider changing their careers. In other cases, since the work of CIA is inseparable from that of the IAC agencies, it may be desirable that these assignees continue intelligence work in their respective agencies in close coordination with CIA. All of these considerations suggest that the career training of IAC employees can be closely integrated with the general Agency program of career training.

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H. MARSHALL CHADWELL  
Assistant Director  
Scientific Intelligence

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